

## **PREFACE**

### **SECRETARY FOR ADMINISTRATION AND FINANCE, INITIATIVE TO IMPROVE ADMINISTRATIVE OPERATIONS**

In August, 1995, Secretary Charles D. Baker announced his special initiative to improve agency operations and enhance the business relationship between the Executive Office, its line agencies and the other agencies of the Executive Branch. He announced formation of the Real Property Work Group composed of representatives from 13 state agencies, including representatives from ANF and the Comptroller's Office as well as those agencies with the largest volume of leasing activity and the most experience leasing space. The Secretary asked the Group to make recommendations to him for change in current operations to make the Commonwealth's leasing practices more responsive to the agencies' needs and to design the policies, procedures, and performance indicators necessary for a cost effective, customer friendly, and administratively efficient leasing process.

Members of the Work Group defined the goals of the state's leasing process as:

1. The timely occupancy of space, based on the Agency's programmatic needs.
2. The occupancy most advantageous to the Agency at the lowest cost through an open and competitive procurement process.
3. Maximizing available resources by means of a well-defined and complementary partnership between the Agency and the Division of Capital Asset Management (DCAM), formerly the Division of Capital Planning and Operations (DCPO), which is based on the sharing of resources and responsibilities.
4. The use of reasonable administrative resources to carry out a clear, concise, and customer friendly process.
5. Outreach to property owners and brokers to enhance competition.
6. The use of reasonable performance indicators to measure results.

With these goals in mind, the Work Group developed the following recommendations:

1. Provide and support more effective use of state-owned and leased space.
2. Maximize available resources by means of a well-defined and complementary partnership between the Agency and DCAM.
3. Enhance DCAM's role in planning, development of facilities standards, and analysis of and outreach to the real estate market.
4. Establish the standards and procedures by which the DCAM Commissioner will delegate to the Agency the authority to enter into leases.
5. Provide DCAM training and support to enable the Agency to effectively procure and manage leases.
6. Coordinate leasing activity where possible.